

## I. Demographics

Which of these best describes your primary job role while you were preparing to be an administrator?

es your primary job role while you were preparing	485	100.0%
	<b>DNR</b> 0	<b>0.0%</b>
General Education Teacher	269	55.5%
Special Education Teacher	37	7.6%
Counselor or other Pupil Personnel Services role	17	3.5%
School Nurse, Teacher Librarian, or Speech Language Pathologist	6	1.2%
Mentor/Master/Teacher Leader	49	10.1%
School Administrator (Intern program)	55	11.3%
Other	52	10.7%

Did you earn your preliminary administrative services credential in a Part Time or Full Time program?

ary administrative services credential in a Part	479	98.8%
	<b>DNR</b> 6	<b>1.2%</b>
Part Time	145	30.3%
Full Time	334	69.7%

Ethnicity: (Mark all that apply)

b/y)	485	100.0%
	DNR	0
White	292	60.2%
Hispanic or Latino	117	24.1%
Black or African-American	34	7.0%
Asian	31	6.4%
Native Hawaiian or Other Pacific Islander	15	3.1%
American Indian or Alaskan Native	8	1.6%
Other	17	3.5%

Gender:

	481	99.2%
	<b>DNR</b> 4	<b>0.8%</b>
Male	159	33.1%
Female	322	66.9%

## II. Performance Expectations for Leaders

The questions below are about the knowledge, skills, and abilities that preliminary administrative services preparation programs are expected to help candidates develop. This body of work is often referred to as candidate competencies.

### A. Visionary Leadership

Effective school leaders possess a shared vision which includes skills such as communicating effectively with members of the school community, developing a personal and a shared vision of teaching and learning that is student-centered, and related activities.

1. How well did your preparation program help you learn how to facilitate the development and implementation of a shared vision of learning and growth for all students?

Preparation program help you learn how to facilitate the implementation of a shared vision of learning and growth		482	99.4%
		<b>DNR</b>	<b>3</b>
1 =	Not at all	1	0.2%
2 =	Poorly	10	2.1%
3 =	Adequately	161	33.4%
4 =	Very well	310	64.3%

3.62	<b>Mean</b>
0.54	<b>SD</b>

2. How did your preparation program address the competencies associated with <b>visionary leadership</b> ?	484	99.8%
	<b>DNR</b> 1	0.2%
Mostly in the program coursework	108	22.3%
Mostly in the program's field based experience	36	7.4%
About equally in both the program coursework and the field-based experiences	335	69.2%
These competencies were not addressed in my program	5	1.0%

3. How effective were the program instructors in helping you learn these competencies?	481	99.2%
	<b>DNR</b> 4	0.8%
1 = Not at all effective	4	0.8%
2 = Of limited effectiveness	23	4.8%
3 = Adequate	142	29.5%
4 = Very effective	312	64.9%

3.58	<b>Mean</b>
0.62	<b>SD</b>

## B. Instructional Leadership

A collaborative culture includes a school wide priority and focus on effective instruction in the K-12 student standards, analyzing and using student outcomes data, collecting and analyzing evidence of teacher effectiveness based on observation, student work, and collaborative reflective thought, and related activities.

4. How well did your preparation program help you learn how to shape a collaborative culture of teaching and learning informed by professional standards and focused on student and professional growth?	485	100.0%
	<b>DNR</b> 0	0.0%
1 = Not at all	2	0.4%
2 = Poorly	12	2.5%
3 = Adequately	156	32.2%
4 = Very well	315	64.9%

3.62	<b>Mean</b>
0.56	<b>SD</b>

5. How did your preparation program address the competencies associated with <b>instructional leadership</b> ?	485	100.0%
	<b>DNR</b> 0	0.0%
Mostly in the program coursework	114	23.5%
Mostly in the program's field based experience	43	8.9%
About equally in both the program coursework and the field-based experiences	321	66.2%
These competencies were not addressed in my program	7	1.4%

6. How effective were the program instructors in helping you learn these competencies?	485	100.0%
	<b>DNR</b> 0	0.0%
1 = Not at all effective	3	0.6%
2 = Of limited effectiveness	28	5.8%
3 = Adequate	145	29.9%
4 = Very effective	309	63.7%

3.57	<b>Mean</b>
0.63	<b>SD</b>

## C. School Improvement Leadership

Learning to manage a school community effectively includes understanding the demographics of the school community, including diversity; supporting English learners and all students; understanding the effects of scheduling on student achievement; identifying, managing and leveraging resources to support teaching and learning; and related activities.

7. How well did your preparation program help you learn to manage the school community to identify and communicate a schoolwide growth plan based on best practices?

	473	97.5%
	<b>DNR</b> 12	2.5%
1 = Not at all	1	0.2%
2 = Poorly	13	2.7%
3 = Adequately	207	43.8%
4 = Very well	252	53.3%

3.50	<b>Mean</b>
0.56	<b>SD</b>

8. How did your preparation program address the competencies associated with **school improvement leadership**?

	474	97.7%
	<b>DNR</b> 11	2.3%
Mostly in the program coursework	118	24.9%
Mostly in the program's field based experience	37	7.8%
About equally in both the program coursework and the field-based experiences	314	66.2%
These competencies were not addressed in my program	5	1.1%

9. How well-prepared were the Program Instructors in helping you learn these competencies?

	470	96.9%
	<b>DNR</b> 15	3.1%
1 = Not at all effective	3	0.6%
2 = Of limited effectiveness	17	3.6%
3 = Adequate	165	35.1%
4 = Very effective	285	60.6%

3.56	<b>Mean</b>
0.60	<b>SD</b>

## D. Professional Learning And Growth Leadership

Modeling and demonstrating professionalism includes evidence of one's own professional learning, supporting and motivating staff at various stages in their careers, and using individualized support processes such as modeling and coaching.

10. How well did your preparation program help you learn to make decisions, model, and behave in ways that demonstrate professionalism and hold staff to the same standards?

	474	97.7%
	<b>DNR</b> 11	2.3%
1 = Not at all	4	0.8%
2 = Poorly	8	1.7%
3 = Adequately	137	28.9%
4 = Very well	325	68.6%

3.65	<b>Mean</b>
0.56	<b>SD</b>

11. How did your preparation program address the competencies associated with **professional learning and growth leadership**?

	474	97.7%
	<b>DNR</b> 11	2.3%
Mostly in the program coursework	106	22.4%
Mostly in the program's field based experience	34	7.2%
About equally in both the program coursework and the field-based experiences	326	68.8%
These competencies were not addressed in my program	8	1.7%

12. How well-prepared were the program instructors in helping you learn these competencies?

	473	97.5%
	<b>DNR</b> 12	2.5%
1 = Not at all effective	3	0.6%
2 = Of limited effectiveness	15	3.2%
3 = Adequate	140	29.6%
4 = Very effective	315	66.6%

3.62	<b>Mean</b>
0.58	<b>SD</b>

**E. Organizational and Systems Leadership**

Understanding and managing school systems includes setting priorities and managing organizational complexity, understanding and addressing legal issues and responsibilities, coordinating human resources within the school context, assuring school safety, and similar activities.

13. How well did your Preparation Program help you learn to understand and manage school systems including fiscal and human resources?	459	94.6%
	<b>DNR</b> 26	5.4%
1 = Not at all	2	0.4%
2 = Poorly	34	7.4%
3 = Adequately	238	51.9%
4 = Very well	185	40.3%

3.32	<b>Mean</b>
0.63	<b>SD</b>

14. How did your preparation program address the competencies associated with <b>organizational and systems leadership</b> ?	463	95.5%
	<b>DNR</b> 22	4.5%
Mostly in the program coursework	169	36.5%
Mostly in the program's field based experience	38	8.2%
About equally in both the program coursework and the field-based experiences	252	54.4%
These competencies were not addressed in my program	4	0.9%

15. How well-prepared were the program instructors in helping you learn these competencies?	462	95.3%
	<b>DNR</b> 23	4.7%
1 = Not at all effective	6	1.3%
2 = Of limited effectiveness	30	6.5%
3 = Adequate	185	40.0%
4 = Very effective	241	52.2%

3.43	<b>Mean</b>
0.67	<b>SD</b>

**F. Community Leadership**

Communicating the school's mission and vision includes serving as the spokesperson for the school, its accomplishments and needs; addressing the diverse expectations and aspirations of family and community groups; and trust building, team building, consensus building, and conflict resolution, and similar activities.

16. How well did your preparation program help you learn to communicate the school's mission and vision to a broad constituency and to make community connections to promote school growth?	464	95.7%
	<b>DNR</b> 21	4.3%
1 = Not at all	4	0.9%
2 = Poorly	10	2.2%
3 = Adequately	171	36.9%
4 = Very well	279	60.1%

3.56	<b>Mean</b>
0.58	<b>SD</b>

17. How did your preparation program address the competencies associated with <b>community leadership</b> ?	465	95.9%
	<b>DNR</b> 20	4.1%
Mostly in the program coursework	127	27.3%
Mostly in the program's field based experience	39	8.4%
About equally in both the program coursework and the field-based experiences	292	62.8%
These competencies were not addressed in my program	7	1.5%

18. How well-prepared were the program instructors in helping you learn these competencies?

	465	95.9%
	<b>DNR</b> 20	4.1%
1 = Not at all effective	7	1.5%
2 = Of limited effectiveness	15	3.2%
3 = Adequate	162	34.8%
4 = Very effective	281	60.4%

3.54	<b>Mean</b>
0.64	<b>SD</b>

### III. Field-based Experiences and Other Program Experiences

19. Were your field-based experiences (check all that apply)

	485	100.0%
	<b>DNR</b> 0	0.0%
Related to what you were learning in the program?	374	77.1%
Helpful to understanding the job role of a school administrator?	377	77.7%
Helpful in providing an opportunity to practice the job role of a school administrator?	340	70.1%
Related to the administrator job role that you plan to seek?	331	68.2%
Sufficient?	232	47.8%
My program did not provide field experiences.	11	2.3%

20. My program supervisor (Please check all that apply):

	485	100.0%
	<b>DNR</b> 0	0.0%
Was an excellent and valuable role model	312	64.3%
Was experienced and effective	373	76.9%
Understood current educational theory	342	70.5%
Modeled problem solving processes that led to my success	275	56.7%
Modeled collegial practices that led to my success	289	59.6%
Was well versed in helping me work through problems in educational leadership	293	60.4%
Promoted reflective practice	338	69.7%
Frequently observed me, met with me, and offered useful advice and strategies about my leadership	212	43.7%
I did not have a program supervisor	22	4.5%

21. My program supervisor worked well with my assigned field based supervisor who supervised my field work.

	454	93.6%
	<b>DNR</b> 31	6.4%
1 = Strongly Disagree	18	4.9%
2 = Somewhat Disagree	13	3.6%
3 = Somewhat Agree	112	30.8%
4 = Strongly Agree	221	60.7%
I did not have a program supervisor *	15	-
I did not have a field-based supervisor (administrator) supervising my field work *	34	-
I don't know *	41	-

3.47	<b>Mean</b>
0.79	<b>SD</b>

**For each statement below select the option which best describes your experience.**

22. I received individualized mentoring and professional development with knowledgeable program supervisors.

	454	93.6%
	<b>DNR</b> 31	6.4%
1 = Strongly disagree	32	7.4%
2 = Somewhat disagree	23	5.3%
3 = Somewhat agree	124	28.6%
4 = Strongly agree	254	58.7%
I did not have program supervisors *	21	-

3.39	<b>Mean</b>
0.89	<b>SD</b>

23. The field-based experiences I completed during my program helped prepare me for my role as a beginning administrator.

	456	94.0%
	<b>DNR</b> 29	6.0%
1 = Strongly disagree	32	7.1%
2 = Somewhat disagree	9	2.0%
3 = Somewhat agree	120	26.7%
4 = Strongly agree	288	64.1%
I did not have field-based experiences in my program *	7	-

3.48	<b>Mean</b>
0.85	<b>SD</b>

24. My field-based experiences allowed me to practice and apply my knowledge of leadership acquired through my program's coursework.

	456	94.0%
	<b>DNR</b> 29	6.0%
1 = Strongly disagree	31	6.9%
2 = Somewhat disagree	18	4.0%
3 = Somewhat agree	124	27.7%
4 = Strongly agree	274	61.3%
I did not have fieldwork in my program *	9	-

3.43	<b>Mean</b>
0.86	<b>SD</b>

**For each question below select the option which best describes your experience in your preparation program.**

25. About how often did you communicate with your program supervisor about issues related to your practice?

	456	94.0%
	<b>DNR</b> 29	6.0%
1 = Never	8	1.9%
2 = Less than once per month	37	8.8%
3 = Once per month	84	19.9%
4 = Twice per month	95	22.5%
5 = Once per week	128	30.3%
6 = 2-3 times per week	62	14.7%
7 = Daily	8	1.9%
I did not have a program supervisor *	34	-

4.22	<b>Mean</b>
1.32	<b>SD</b>

26. About how often did you receive support in the field from your program supervisor?

	456	94.0%
	<b>DNR</b> 29	6.0%
1 = Never	47	11.1%
2 = Less than once per month	65	15.3%
3 = Once per month	89	20.9%
4 = Twice per month	89	20.9%
5 = Once per week	91	21.4%
6 = 2-3 times per week	35	8.2%
7 = Daily	9	2.1%
I did not have a program supervisor *	31	-

3.60	<b>Mean</b>
1.55	<b>SD</b>

27. How could your field experiences have been improved?

*Responses are not included in this report.***IV. Your Overall Program Summary**

28. Would you recommend your program to others?		453	93.4%
	<b>DNR</b>	32	6.6%
No		12	2.6%
Not sure		5	1.1%
Yes, with reservation		50	11.0%
Yes, without reservation		386	85.2%

29. Overall, how well do you think your program prepares graduates to become school leaders?		452	93.2%
	<b>DNR</b>	33	6.8%
1 = Poorly		14	3.1%
2 = Adequately		143	32.1%
3 = Very well		289	64.8%
No opinion *		5	-
Decline to state *		1	-

2.62	<b>Mean</b>
0.55	<b>SD</b>

30. How effective was your preparation program at helping you develop the skills and tools you needed to become a school leader?		452	93.2%
	<b>DNR</b>	33	6.8%
1 = Ineffective		5	1.1%
2 = Somewhat effective		44	9.8%
3 = Effective		168	37.4%
4 = Very effective		232	51.7%
No opinion *		2	-
Decline to state *		1	-

3.40	<b>Mean</b>
0.71	<b>SD</b>

31. Please indicate the reason, or reasons, you enrolled in and completed the Preliminary Administrative Services program.		485	100.0%
	<b>DNR</b>	0	0.0%
Want to get a position as a school administrator		339	69.9%
Have a position as a school, district, or county office administrator (completed the program as an Administrative Intern)		56	11.5%
Want to get a position as a district office or county office administrator		134	27.6%
Wanted to earn a Master's degree		172	35.5%
Wanted to earn units for the salary schedule		86	17.7%
Other		26	5.4%

**Overall Program Summary: strengths and weaknesses**

32. Overall, what were your program's key strengths?

*Responses are not included in this report.*

33. Overall, what were your program's key weaknesses and/or areas for improvement?

*Responses are not included in this report.*